



MATES in Construction Workplace
Suicide Prevention Program:
Articulation of Program Logic

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Background and Objectives

Elevated rates of suicide among construction workers compared to the general working male population have been identified in various countries around the world, including in Finland, the USA, Korea, Denmark, Canada, the UK and Australia, making this group a critical priority for prevention.¹⁻³ MATES in Construction (MATES) is a charitable organisation that was established in 2008 with the aim of reducing the high level of suicide among construction workers (<http://mates.org.au/>).

MATES in Construction (MATES) is an industry-based, workplace-focused, multi-component suicide prevention program for construction workers. The program was jointly created by labour and building industry employers under the Building Employees Redundancy Trust (BERT); MATES continues to be directed by a joint labour-management board. MATES is consistent with the Australian National Suicide Prevention Strategy (Living is for Everyone, or LIFE), and Mrazek and Haggerty's spectrum of prevention and intervention for reducing the risk of mental disorders.⁴ Key elements of the program include General Awareness Training (GAT) for all workers (universal intervention), and on-site trained volunteer 'Connectors' to whom workers can turn to 'connect them to help' (selective intervention). The program also includes ASIST (Applied Suicide Intervention Skills Training)-trained roving Field Workers who assist workers in need of help, look after Connectors, recruit new sites, and conduct GAT training. MATES field elements are supported by a 24-hour response line, online counselling, and MATES caseworkers (indicated intervention). There is also a postvention component for suicide and industrial deaths.

Previous evaluation research has demonstrated the social validity of the program among construction workers,⁵ effectiveness in shifting beliefs around suicide,⁶ and effectiveness in improving suicide prevention literacy, intentions to offer help to workmates, and intentions to seek help for themselves.⁷ An evaluation of the implementation during the first 5 years of MATES (2008—2012) showed that an estimated 36,000 (~9%) of Queensland construction workers had participated in GAT training and 2,400 received connector training.³ The 2008-2012 implementation period was associated with a 7.9% reduction in suicide rates in Queensland construction workers against stable general male suicide rates, but this difference was not statistically significant.³ There is an on-going program of evaluation research on MATES implementation and effectiveness.

For this Report, the authors were commissioned by MATES National Office in March of 2019 to:

1. Review existing documentation on MATES program, which included material on MATES program logic and background, including latest documents on program logic from 2018 as well as notes from 2017 program logic workshop run by Shann;
2. LaMontagne made a Brisbane site visit to experience MATES firsthand and gain better familiarity with how the program works;
3. Develop the MATES program logic model with related key activities and variables grouped, and the relationships between grouped variables articulated;
4. Provide a short narrative explanation of the map.

Methods

A program logic is an articulation of how a program is intended to work, starting with the resources that go into the program (Inputs), followed by the activities the program undertakes (Outputs), and finally the changes or benefits that should result (Outcomes or Impacts). This is most concisely captured in a one-page graphical representation (the Logic Map) that shows the logical relationships among the various elements and intended consequences of the program.

The authors were commissioned on the basis of having expertise in the subject area, but not close involvement in the MATES program, so as to have well-informed but fresh perspectives on the program. They began by reviewing MATES program documentation and published articles about MATES (see list at end of document). They also made use of notes from a 2017 workshop conducted by CS for MATES to begin the process of articulating a program logic.

The authors then created a large number of sticky notes grouped provisionally into categories of:

- **Problem Statement:** defines the issue or problem the program addresses
- **Program Objectives:** Core purpose of the program that is usually linked to the organisation's mission statement. Objectives describe the results to be achieved. 'SMART' objectives are very clearly defined:
 - o **Specific:** includes the "who", "what", and "where".
 - o **Measurable:** focuses on "how much" change is expected.
 - o **Achievable:** realistic given program resources and planned implementation.
 - o **Relevant:** relates directly to program/activity goals.
 - o **Time-bound:** focuses on "when" the objective will be achieved
- **Assumptions:** It is assumed in the logic map that the specified activities can lead to the outcomes described. There is evidence and principles in support of these assumptions as well as some evidence of the effectiveness of MATES³⁻⁶⁻⁸, but elaboration of this evidence is beyond the scope of the current report. This document may be amended in the future to include review of supporting evidence.
- **External Factors:** Potentially influencing the implementation and/or effectiveness of the program.
- **Inputs:** The resources the program has to address the problem identified in the problem statement. Includes material and non-material (e.g., staff knowledge) inputs.
- **Outputs:** Program activities, or the things that the program does or delivers. Activities can be grouped to facilitate communication, and further details of activities are usually presented in a Project Plan.
- **Outcomes:** Short-term (~immediate), Medium-term (6-12 months), and Long-term (5-10 years). Short-term outcomes are most often changes in skills, attitudes, awareness, motivation or knowledge. Medium-term outcomes often focus on changes in behaviour, policies, practice or systems, or the application of skills and knowledge. Long-term outcomes should address the issue identified in the program's problem statement (sometimes also referred to as 'impact outcomes', or simply impacts. The time frames were developed specifically for MATES during the 2017 program logic workshop.

The authors then went through an iterative process of arranging these notes in a logical sequence progressing from Inputs to Outputs and on to Outcomes to produce a logic map. We then presented a first draft of the logic map to MATES staff, and revised the map twice more before producing the map in this report.

This process produced a map that is essentially unidirectional in flow: from left to right. This is, however, a simplification that is a limitation of this method. Not all change processes are linear, and there can be feedback between various elements in the program. Other limitations of this method include that it is always provisional: program logics should be frequently revisited and revised in light of program experience, changes in the program, and new knowledge. Suicidal thoughts and behaviours are complex phenomena, with multiple contributing causes; there is an incomplete understanding of both the causes of—and strategies for preventing—suicidality.

Despite the acknowledged limitations, the benefits of logic maps are numerous. Articulation of program logic creates a shared understanding of the program, brings underlying assumptions to the surface, and enables informed adaptation of Mates program elements to programs in other contexts. It also assists with prioritisation of activities and allocation of resources, and ensures that long-term goals are kept in sight while short-term goals are implemented. With respect to evaluation, a logic map facilitates identification of suitable performance measures to demonstrate the impact of the program and identify the ‘essential ingredients.’ Finally, a logic map is valuable for communicating how the program works to people external to the program, in particular to potential funders.

Program Logic Map

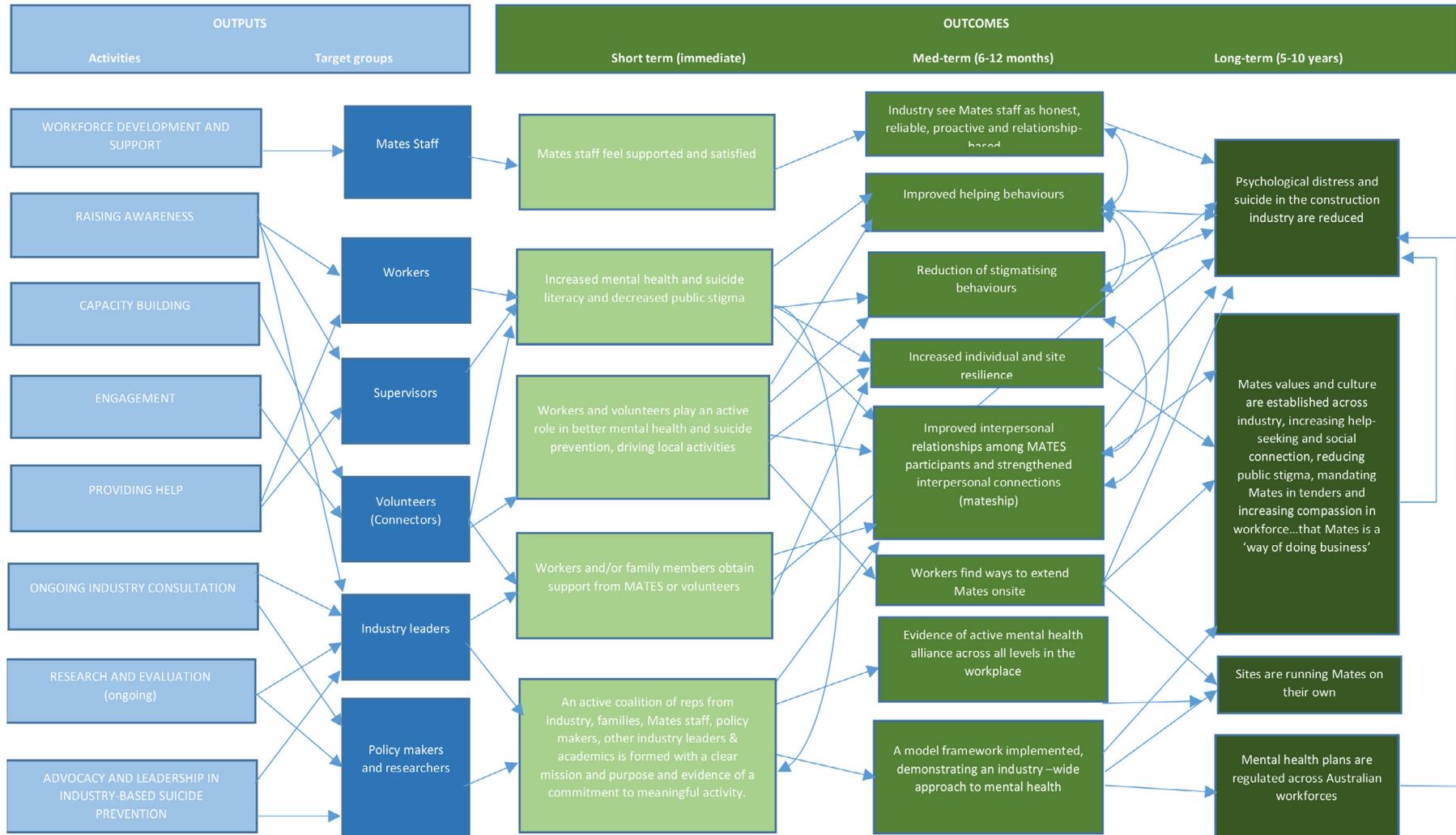
The MATES program logic map is presented in Figure 1.

The model portrays how MATES aims to achieve prevention goals (e.g., increased awareness, mental health literacy), helping behaviours (help-offering and seeking) and promote positive outcomes (e.g., enhanced social connections), as well as how individuals in need of support can be identified and guided to appropriate sources of support or professional help.

The essence of the MATES intervention strategy has been expressed concisely by MATES staff as a sequence of *Outrage—Hope—Action*. *Outrage* amongst the program participants is anticipated when they are made aware of the excessively high rates of suicide among middle-aged males, and in particular especially high among building and construction workers. *Hope* is sparked by the realisation that help is available and suicide is preventable. The message on *Action* is very concise and clear—if ever anyone has any concerns about themselves or about a mate, talk to a Connector. The Connector’s is to connect you or your mate to help. The logic map encompasses the ways in which this essential action is enabled by the MATES program.

Problem Statement: Suicide was the leading cause of death for Australians aged 25-44 years in 2017, and the second leading cause of death among those aged 45-54.⁹ The risk of death by intentional self-harm is further elevated among men working in the construction industry compared to men in other industries.^{10 11} This is in part due to construction being a male-dominated industry, and male suicide rates are 3-4 times higher than female.⁹ Another contributor is that men are less likely than women to

Figure 1. MATES in Construction (MATES) Program Logic



seek help when distressed.¹² Stigma against mental illness is also a barrier to help-seeking, and public stigma is higher in men than women. Finally, the nature of construction work can increase risk due to long working hours, the transient nature of work, low job security, hard physical labour, requirement to travel or for long commutes--often away from home, elevated drug and alcohol use, and hyper-masculine culture.^{3 10 13} Construction work is also cyclical, seasonal and sporadic, and can be strongly affected by the state of the economy. Construction worker suicide has also been associated with excessive alcohol consumption, relationship problems, and lack of help seeking.^{2 5} Building and construction workers also have a high rate of occupational injury compared to the rest of the working population, and many work in pain.

Program Objectives: Responding to these problems, MATES aims to reduce psychological distress and suicidality among construction workers in Australia by 1) increasing help seeking, help offering and help acceptance (helping behaviors), 2) increasing social connections in the workplace, 3) reducing public stigma, and 4) catalysing a shift in construction industry culture towards more mentally healthy work environments and adoption of Mates values across the industry.

Assumptions: MATES assumes that suicide is preventable in the construction industry, that the construction industry has a unique work culture, that MATES will be able to rely on cross-industry support, and that a standardised and consistent program is delivered, including face-to-face delivery by Field Officers to program recipients.

External Factors include:

- Competition from other organisations conducting similar activities;
- The state of the economy (e.g., level of new building starts);
- The priorities of political parties, health bodies, mental health organisations, relevant unions and industry bodies;
- Industry/union tensions (e.g. Industrial action, enterprise bargaining);
- The changing nature of work including mechanisation and automation;
- Changing workforce demographics (e.g. increasing percentage of workers from Culturally and Linguistically Diverse (CALD) backgrounds;
- Cultural change in community and families; and,
- Changes in suicide methods and means.

This is a partial list of factors that could influence the implementation and/or effectiveness of MATES. While these factors are not under the control of MATES, they must be considered alongside MATES program activities.

Inputs: The MATES program was developed jointly by labour and industry, and has since developed relationships with government and other NGOs. Key program inputs include:

- The multi-partisan involvement including extensive and ongoing consultation integrates a comprehensive industry understanding into the MATES program.
- The approach is evidence-based/informed, and MATES staff monitor current trends (for example, economic and health) and are attentive to new research and knowledge of relevance to MATES—including an Academic Reference Group of workplace mental health and suicide prevention

experts who provide guidance and recommendations for continuous improvement of the MATES program.

- MATES staff and leadership are relatable, skilled, and well supported by MATES.
- Funding is obtained from various sources in order to support MATES activities.

Outputs are described in terms of program activities and the groups targeted by those activities. Program activities have been grouped into the following eight categories to aid understanding of the program structure:

1. Workforce development and support activities
2. Raising awareness activities
3. Capacity building activities
4. Engagement activities
5. Providing help activities
6. Ongoing industry consultation activities
7. Research and evaluation activities (ongoing)
8. Advocacy for, and leadership in, industry-based suicide prevention activities

Workforce development and support activities: MATES is based on the values of a relationship-based, honest, reliable and proactive culture. The Mates workforce are paid professional staff including Field Officers (who look after sites, conduct training activities, support (volunteer) Connectors, and provide counselling to workers. Other MATES staff roles include Case Managers, research development and evaluation officers, and MATES leadership. Workforce support and development activities are both formal and informal staff support, peer support, debriefing, professional development and fun.

Raising awareness activities: Activities include raising awareness among workers, supervisors, volunteers (Connectors), industry leaders, and researchers in the area around the state of mental health and suicide in building and construction, and around strategies to reduce suicide in the sector. This is achieved through provision of information to workers through General Awareness Training (GAT training), posters, stickers (White sticker on hardhat = GAT trained; Green stickers identify Connectors), flyers, site talks, responding to requests for information, advertising and other channels. These activities aim to enhance worker willingness to engage with mental health and suicide prevention. An additional activity in GAT training is to recruit volunteer Connectors.

Capacity building activities: Capacity-building occurs through training up Connectors and ASIST (Applied Suicide Intervention Skills Training) workers for participating sites. Once trained, Connectors wear a green sticker on their hardhat identifying them as someone workers can approach any time for assistance on any mental health related issue—either of concern to the worker approaching the Connector, or for a mate.

Engagement activities: Field workers coordinate ongoing engagement and support for Connectors and ASIST workers to identify site leaders and reinforce awareness and capacity on site. Field Officers will continually reinforce the strength and standing of the network of onsite volunteers. MATES sites aim to always have at least 80% of workers on site GAT-trained, and to have a ratio of Connectors to workers of 1:20.

Providing help activities: Providing helping activities is depicted both in the outputs ('providing help') and the outcomes ('improved helping behaviours') sections of the logic map. This is because helping behavior is a central activity of Mates occurring from the outset through a well-supported Mates workforce, site-based awareness raising, capacity-building, and on-going engagement. These activities also flow through to further improve helping behaviours as a medium-term outcome. This is one of the limitations of unidirectional logic maps: in reality, helping behaviours are fostered dynamically, and can occur at any point while the program is operating. Mates seeks to continuously build supportive culture and helping behaviours at all levels of the workforce.

Various helping activities may occur. This can be as simple as a Connector providing social support to worker having a rough day to using Mates resources to connect individual workers to help through case management or the 24/7 support line. This can lead on to referrals outside the MATES program (e.g., community mental health or social services). Field staff will also attend sites and activate the support network of Connectors and ASIST workers following a critical incident or postvention on site.

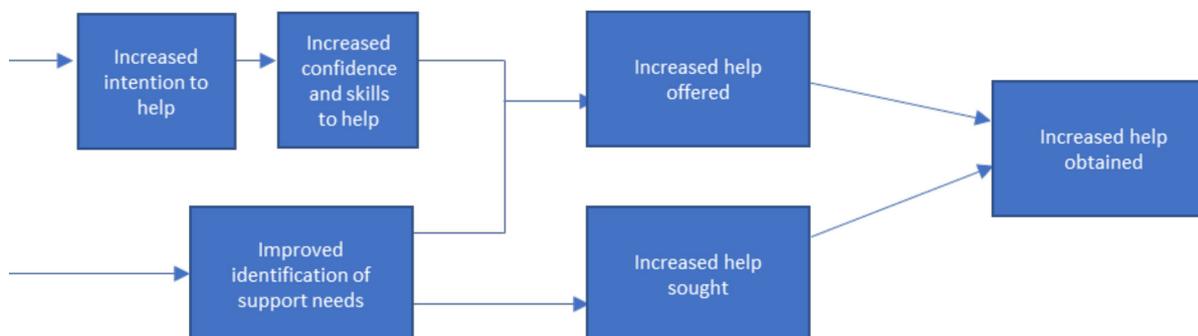
Ongoing industry consultation activities; Research and evaluation activities; and, Advocacy for, and leadership in, industry-based suicide prevention activities: Operating in parallel to site-based activities, on-going industry consultation, research, evaluation and advocacy is portrayed running along the bottom of the logic map. This keeps the MATES program in touch with emerging evidence, policy and practice development, while at the same time feeding back practice-based experience and needs to researchers, policy-makers and practitioners. This is essentially an embedded reciprocal knowledge exchange process—which makes MATES a dynamic and constantly evolving program.

Outcomes: Short-term (~immediate) changes that should arise through MATES activities include MATES professional staff feeling well supported with high job satisfaction. In addition, MATES activities should improve awareness of suicide and mental illness risk and protective factors, where to seek help, and how to seek help for oneself or to offer help or support to another. Taken together this is referred to as mental health literacy ("the knowledge and beliefs about mental disorders which aid their recognition, management and prevention,"¹⁴) or suicide prevention literacy. MATES activities should also contribute to reducing stigma against mental illness. MATES focuses on reducing public stigma, which is defined as "public endorsement of prejudice and discrimination toward a minority group (in this case, someone with a mental health problem)"¹⁵.

Engagement and capacity-building activities, as well as experiences of receiving support or help should also contribute to workers and volunteers feeling encouraged to play a more active role in improving mental health and suicide prevention (positive feedback).

Finally, along the bottom of the logic map, in the short-term on-going industry consultation, research and advocacy should help to develop a community of practice—or workplace mental health alliance. This alliance will contribute to public pressure for suicide prevention action and the evidence base to improve policy and practice in the Medium-term, as well as dissemination of MATES values, policy and practice to other sites, state, territories and work and policy contexts.

Further changes in the Medium-term (6-12 months) include growing reputational value of MATES staff as reliable, proactive and relationship-based, which should further encourage support and helping behaviours, and vice versa. ‘Helping behaviours’ can further be broken into the following elements:



The relationship portrayed in this view of helping behaviours are an active area of research, and measures have been developed for them. In the MATES context, one intriguing possibility that should be explored as a priority is the relative frequency and strength of the two pathways: obtaining help through seeking for oneself, versus obtaining help as a consequence of being offered help by another. As a general rule, males are relatively poor at help-seeking, sometimes out of concern of being seen as weak by other males. Help-offering, on the other hand, could be seen as a sign of strength, or a social duty or expectation. There has been little research in this area to date. Insights in this area could inform significant program improvements.

In the Medium-term, stigma reduction activities should yield reductions in stigmatising behaviours, such as more frequent use of stigma-free language, increased social inclusion at work and reduced discrimination based on mental health status.

The collection of short-term outcomes (increased mental health literacy, decreased stigma, engagement in activities, and experiences of receiving or offering help) should result in new interpersonal connections and improved interpersonal relations and resilience as well as further extensions of MATES activities (e.g., site barbecues, Movember fundraisers, or other social events).

Roughly one decade on, long-term outcomes should begin to manifest, most importantly in reduced levels of distress and suicidality (including suicidal thoughts, attempts and mortality) in the building and construction workforce. We should also expect to see MATES values, practices, and strategies beginning to appear as normative in the building and construction industry as well as other male-dominated blue-collar work contexts.

Each of these additional long-term outcomes should further contribute to reductions in distress and suicidality. By this time, sites could also be running their own MATES programs independent of MATES professional staff. In terms of government policy—be it voluntary or regulatory—we would expect to see workplace mental health policies or plans at most building and constructions worksites.

MATES in Construction Program Documentation and Reports

MATES Program Elements:



General Awareness Training

GAT Workshop is designed to be delivered to everyone in the workplace. The aim is to reach at least 80% of workers and is delivered on-site to groups of workers at a time and place convenient to the workplace. These workshops help to introduce workers to the nature of the problem and provide practical guidance as to what they can do to help.



Connector

A Connector is someone who has volunteered in their workplace to do training so they can help keep someone in crisis safe, while at the same time connecting them to the help they need. MATES aims to have at least 1 in 20 trained as connectors across a workplace.



ASIST Workers

ASIST trained workers can be compared to the first aid officer on site. ASIST workers will talk to a person contemplating suicide with the object of first making the person safe. Using practical skills an ASIST worker will listen to the persons' concerns and respond to them appropriately with the object of agreeing a safe plan for the worker.



Field Officers

MATES in Construction employs Field Officers who go from workplace to workplace within their region to establish the MATES program on sites and workplaces where it doesn't yet exist. Once the MATES program commences on the site, the Field Officer will have ongoing contact with the workplace, providing workshops and support. It could include toolbox talks, presence at events, regular visits to the office with poster, stickers etc. and being available to talk with any workers who may want to chat with MATES.

MATES field staff also provide ongoing support for Connectors and ASSIST workers on participating sites. Connectors and ASSIST workers are encouraged to have Connector meetings to allow workers to share experiences and talk about their engagement with workers with their peers - ensuring that the volunteers are best supported as they are active in their roles supporting workers in their workplace.

Where there is a critical incident or suicide, a Field Officer will attend site by invitation of the workplace to support its workers in dealing with the emotions and reactions that emerge as a result. Part of this process is to recharge the onsite MATES network (Connectors and ASSIST workers) to be vigilant in keeping an eye on their mates in the following times in case this incident has had an adverse effect on any workers.



Case Management

MATES in Construction employs qualified case managers to assist troubled workers with an effective plan to effectively address their issue(s). MATES does not provide clinical services but connects the worker to appropriate services in their industry and/or area. This could include such services as their EAP, financial counselling, drug and alcohol services, grief counselling, family and relationship counselling etc. MATES also follow up with the worker to ensure the help they received was effective. In some cases we will also advocate for the worker with a particular service to ensure the service can meet their needs.

Evaluation of *GAT and Connector training in SA* (83 complete and valid surveys, 10 completed interviews). Full report can be found here:

<http://micaus.bpndw46jvgfycmdxu.maxcdn-edge.com/wp-content/uploads/2015/11/2017-07-06-MIC-Report-UOSA.pdf>

- MATES training improved communication with colleagues, family and friends; improved ability to cope with financial and work-related stressors; helped deal with own or other's suicidal thoughts.

MATES Training Evaluation: The full report can be found here:

<http://micaus.bpndw46jvgfycmdxu.maxcdn-edge.com/wp-content/uploads/2015/11/MIC-Evaluation-Phase-1-report.pdf>

- MATES volunteers (Connectors) spoke very positively of the MATES training: improved awareness and knowledge of suicide in construction, helped to decrease stigma of suicide in the industry, increased skills and confidence in being able to identify someone experiencing personal difficulties.
- Case management clients said that male attitudes and workplace culture were the major barrier preventing help-seeking. Clients found that Mates had helped them in two main ways: providing direct support through case workers and referring them to professional help.
- Both volunteers and clients said that part of the success of MATES was that it understands and is part of the construction industry. Clients also said they really appreciated the prompt service and regular contact with case managers, and that the services had flow-on effects to the whole family.

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